



**2004
DLA-A76
Conference**

PWS Lesson Learned

**Presented by:
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The New Circular

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Agenda

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- **Introduction (Done)**
- **Lessons Learned under New Circular (Done)**
- **Impact of New Circular**
- **Lessons Learned**



Impact of New Circular

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Impact of New Circular

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- **PWS Team stood up after announcement (Attachment B, Paragraph D.2.)**
- **Encouraged to seek public & employee comment (Attachment B, Paragraph D.3.a.1)**
- **ALL releases (including DRAFTS) go through Contracting Officer (Attachment B, Paragraph D.3.a.1)**
- **12 months (Attachment B, Paragraph D.1.)**



Impact of New Circular

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Increased liquor sales



Impact of New Circular

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- **Preliminary Planning**
 - **Determine the Activities and grouping**
 - **Obtain workload data**
 - **Develop work units**
 - **Identify quantifiable outputs of activities**
 - **Develop performance standards**
 - **Develop data collection systems**



Lessons Learned

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Lessons Learned

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- **Relationships**
- **Trust but verify**
- **Learn the business under study & the Corporate mission**
- **Learn what the business does versus what Corporate thinks it is doing**
- **Workforce is important, but management decides**



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- **Learn the outputs**
 - **How are they measured**
 - **What data can you capture**
 - **Can they be gamed**
 - **Are you measuring the right outcome**
 - **Can the actual versus systemic be checked**



Lessons Learned

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- **Learn the language**
 - **Everyone brings their own dictionary**
 - **Determine the words of art**
 - **Use a neutral language if necessary**
- **Detective Colombo**
 - **Play a little dumb, but let them know your not**
 - **Always ask one more question**



Lessons Learned

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- **Government Furnished**
 - **Facilities**
 - **Equipment**
 - **Systems**
 - **Services**
 - **Training**
- **Security**
 - **Responsibility versus Impact**



Lessons Learned

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- **Read your PWS**
- **Document Control**
- **Defined requirements are important, but accountability will get you performance**
- **Lack of pride (humility)**



Conclusion

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**Job responsibilities of the PWS
Team and the Contracting
Office**

To be blamed for EVERYTHING